Strategy Session

February 15-16, 2018

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Strategy Session

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Ministerial Strategy Session – Agenda

February 15-16, 2018
180 Kent, 12-100

February 15, 2018 4:15 – 5:30 pm	
4:15 – 4:30 pm	**Overview of Mandate and Accomplishments (15 minutes)** • Shifting into a largely implementation phase – delivery of commitments • Timing is right to review progress, new and ongoing preoccupations, challenges, room for improvement to set us up for success to the end of the mandate **Key objective:** • Provide overview, achievements to date, risks and challenges **Issues to discuss:** • Understanding results to date and what is left to be done • Confirm direction and expectations for delivering key programs
4:30 – 5:30 pm	**Key Deliverables (1 hour)** **Key objective:** • Discuss decisions to be made and milestones to be achieved for the next six and 18 months. **Introduction:** • Set the context, providing an overview of key considerations such as PT dynamics, risks, etc. **Review key files:** • Strategy to close IBAs: Issues, Solutions, and Timing of Milestones • SCC: Indigenous Competition • REM • CIB • Organizational stability • DMAF • Pont de Québec • Champlain • Gordie Howe

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February 16, 2018 9:00 – 10:00 am	
9:00 – 9:30 am	**<u>Demonstrating Results (30 minutes)</u>** **Key objective:** • Discuss strategy to maintain high profile of federal results on the Investing in Canada plan until the end of the mandate. **Key issues to discuss:** • What are the key results that are going to be important for Canadians (e.g. new or improved asset locally vs. national shifts in modal share)? • Discuss proposed approach to communicating the plan and results.
9:30 – 10:00 am	**<u>Longer Term Priorities and Forward Planning (30 minutes)</u>** **Key objective:** • Discuss direction for the department in the medium term and early thinking on the priorities and resources to do so. **Issues to discuss:** • Government of Canada priorities • Addressing vulnerabilities • Deepening current efforts and setting the stage for success

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MANDATE NARRATIVE

Where we've been

- Infrastructure is now at the heart of the government's priorities, and the machinery reflects this: INFC has a dedicated Minister and is a *de facto* line department.

- Funding commitments in the last two budgets have underscored this priority. INFC now leads on the $180 billion Investing in Canada plan, in addition to its legacy programming.

- Significant progress, with the department balancing signature initiatives with the demands of routine business. Delivery by the numbers since fall 2016:

    - 7 Memoranda to Cabinet on which INFC has led, including those related to the Investing in Canada plan (IICP);

    - 45 Treasury Board submissions on which INFC has led, including full and streamlined submissions for both new programs and individual projects;

    - 1 piece of legislation received Royal Assent (Canada Infrastructure Bank);

    - 5 new programs launched, including PTIF, CWWF and the Smart Cities Challenge; and,

    - 4,000+ projects approved across the country under Phase 1 of IICP.

Where we are

- Critical milestones for the next six months still need to be met (e.g. signing IBAs, launching DMAF, etc.). This package outlines key issues and decision points on INFC's files from now until June.

- INFC will also increasingly focus on the work of implementing our initiatives and demonstrating initial progress. This will include delivering on our major bridge projects, ensuring the Bank begins to consider projects, and working with our PTM partners in administering the Phase 2 IICP funding.

Where we're going

- In parallel, we will begin to ask "what's next?" for INFC's longer-term policy agenda. This requires of the department that we:

    - harness our newly-increased data capacity (e.g. new Core Public Infrastructure Survey, IBA reporting, etc.) to support future decision-making;

    - implement a robust research agenda, which will help INFC identifying emerging socioeconomic trends where infrastructure investments are most prudent; and,

    - ensure better alignment with evolving federal priorities, including analysis on how INFC's future programs will complement reconciliation and gender priorities.

- Together, our near-term priorities and long-term thinking will come together to deliver improved social and economic outcomes for Canadians.

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Mandate Commitment Dashboard

Status of Progress	Commitment	Lead/ Partners	Mandate Commitment Highlights	Progress to Date	Next Steps/Milestones
	Develop a 10-year infrastructure plan, improve governance and promote better data collection and asset management.	INFC/All	This plan should ensure immediate increased investments in infrastructure. The plan should focus on public transit, social infrastructure, and green infrastructure Develop a 10-year plan to deliver significant new funding to provinces, territories and municipalities. This plan should ensure both immediate increased investments in infrastructure and long-term, predictable funding should support provincial, territorial and municipal priorities, improve access to, and governance of, existing infrastructure programs, increase data collection capacity and promote better asset management of infrastructure in Canada.	The Government has developed a 12-year plan that will invest over $180 billion across Canada in public transit, green infrastructure, social infrastructure, rural and northern communities, and trade and transportation. [redacted] The Government announced $14.4B over 5 years in Budget 2016 as the first phase of the IICP. As of February 1, 2018 over $6 billion was approved for infrastructure projects, including $4.6 billion by INFC. As part of the Plan, the Government signed an agreement with the FCM to deliver an asset management program to support municipalities in making informed infrastructure investment decisions. The Government partnered with Statistics Canada and other stakeholders to launch Canada's Core Public Infrastructure survey (CCPI). Through the survey, the Government will better track, collect, use and share data on Canadian infrastructure, including tracking comparable data on infrastructure usage and demand across jurisdictions; tracking the impacts of infrastructure investments; and tracking the state and performance of public infrastructure across asset classes.	Investing in Canada plan first annual report June 2018 Long publication on the plan under discussion. Implementation information from all Departments has been requested, and we should be in a position to provide an update. CCPI results expected in July 2018
	The Infrastructure plan should focus on public transit	INFC	Implement an Infrastructure Strategy that improves public transit.	Through Budgets 2016 and 2017, the Government of Canada has committed $28.7 billion to public transit projects over the next 12 years, including $5B to be invested by the Canada Infrastructure Bank. As of February 2018, over 1,200 public transit projects have been approved under PTIF. [redacted] Negotiations with PTs ongoing.	[redacted] Aiming to sign IBAs with PTs by March 31, 2018
	The Infrastructure plan should focus on green Infrastructure	INFC, ECCC, NRCAN	The infrastructure plan should focus on green infrastructure, including investments in local water and wastewater facilities, clean energy, climate resilient infrastructure like flood mitigation systems, and infrastructure to protect against changing weather.	Through Budget 2016 and 2017, the Government of Canada is investing $26.9 billion in Green infrastructure over 12 years, including $5B to be invested by the Canada Infrastructure Bank. Budget 2017 has provided $2.8 billion for national green programs to address a number of priorities identified in the Pan Canadian Framework on Clean Growth and Climate Change. This includes a $2 billion for the Disaster Mitigation and Adaptation Fund (DMAF) to support national, provincial, and municipal infrastructure in dealing with the effects of a changing climate. The remaining $800M is being delivered by NRCan over 4 to 8 years through a suite of programs. [redacted] Negotiations with PTs ongoing.	[redacted] Program launch in Spring 2018. [redacted] Aiming to sign IBAs with PTs by March 31, 2018
	Establish Infrastructure Bank	INFC, Finance Canada	Work with the Minister of Finance to establish the Canada Infrastructure Bank to provide financing for new infrastructure projects in our priority investment areas.	CIB transition team established. Budget 2017 indicates that the CIB will be responsible to deliver $35B using loans, loans guarantees, and equity investments. Legislation to create the CIB received Royal Assent on June 22, 2017. On May 8, the Minister announced launch of search process for leadership positions and Toronto as the headquarters for the Bank. The new Chair of the Canada Infrastructure Bank was named in July 2017 and the Board of Directors in November. The CEO process is underway.	Name CEO in Spring 2018 2018-19 Corporate Plan underdevelopment to provide authorities to undertake deals.

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Status of Progress	Commitment	Lead/ Partners	Mandate Commitment Highlights	Progress to Date	Next Steps/Milestones
	Create an affordable housing strategy	ESDC, CMHC	Work with the Minister of Families, Children and Social Development to create a housing strategy to re-establish the federal government's role in supporting affordable housing.	Bruno Guilmette named as interim Chief Investment Officer in December 2017 to start the build-up of the Bank's infrastructure investment capacity. Budget 2016 provided CMHC with $1.8B for affordable housing through the Social Infrastructure Fund. As of November 30, 2017, $1.6B of this funding has been committed to date. Included within this funding, 2,578 projects to retrofit or renovate social housing have been approved to date, helping improve energy and water efficiency in 103,726 existing social housing units. [redacted] National Housing Strategy released on November 24, 2017. Aims to reduce the number of Canadians in housing need by 530,000 by building, repairing and renewing affordable housing across the country.	[redacted] with initial programs launching April 2018
☑	**Streamline NBCF**	INFC	The infrastructure plan should focus on making changes to the Building Canada Fund so that it is more transparent and approval processes are sped up, which would include removing the P3 screen for projects. It should also be more focused on strategic and trade enabling infrastructure priorities, including roads, bridges, transportation corridors, ports, and border gateways.	Removed the mandatory P3 screen and streamlining approvals from NBCF Expanded PTIC eligible categories to include: passenger ferry infrastructure, civic assets and municipal buildings, culture, recreation and, tourism. These changes took effect on April 22, 2016. Since then 518 projects have been approved under PTIC, of which 136 were made possible by these changes (as of January 3, 2018). Program and funding details for all programs are more transparent, and are posted on the Infrastructure Canada website and published on open data.	Completed
☑	**Ensure unspent infrastructure funds are transferred to municipalities**	INFC	Work with the Minister of Finance to ensure any unspent infrastructure funds are automatically transferred to municipalities through a temporary top-up of the Gas Tax Fund.	As of November 2015 there was $837M remaining in legacy programs. Working closely with our partners we were able to allocate $807M of this funding by March 31st 2016. On March 27, 2017, $30.2M in remaining legacy funds were transferred to provinces and territories to top up their Gas Tax Fund allocation for this year. In a PT call with DMs on December 21, 2017, DM Gillis reiterated NBCF project submission deadlines, and reminded PTs that any remaining funding not approved for projects by March 31, 2019 will be transferred through the Gas Tax Fund so that funds can be directed toward municipal infrastructure projects.	Completed Ongoing monitoring of remaining funding under NBCF; remaining funding not approved for projects by March 31, 2019 to be transferred to GTF.
☑	**Review of existing measures to protect infrastructure against cyber-threats**	Public Safety Canada	Support the Minister of Public Safety and Emergency Preparedness in a review of existing measures to protect Canadians and our critical infrastructure from cyber-threats.	Public consultations ran from August 16 to October 15, 2016. Full report of results published.	Completed
	Smart Cities Challenge	INFC	Not included in the mandate letter	Budget 2017 indicated that there will be an overall commitment to the Smart Cities Challenge Fund of $300M over 11 years. Budget 2017 indicated that the Challenge will be delivered as part of the Government's new Impact Canada Fund. [redacted] Program launched on November 23, 2017. Call for Jury members launched on November 23, 2017. The SCC team has been engaging Indigenous leaders, communities and organizations to finalize the design of a competition specific to Indigenous communities that will reflect their unique realities and issues. Indigenous communities are eligible to compete for all the prizes in the current competition.	Jury applications screening underway. Round 1: Application submission deadline: April 24, 2018 Finalists announced: Summer 2018 Final proposal submission deadline: Winter 2018-19 Winners announced: Spring 2019 Indigenous competition: dates to be determined following engagement.

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Status of Progress	Commitment	Lead/ Partners	Mandate Commitment Highlights	Progress to Date	Next Steps/Milestones
	Maintain Canada's network of shelters and transition houses	Status of Women Canada, CMHC	Work with the Minister of Status of Women and the Minister of Indigenous and Northern Affairs to ensure that no one fleeing domestic violence is left without a place to turn by growing and maintaining Canada's network of shelters and transition houses	Phase 1 - As of November 30, 2017, $89.9M has been committed into agreements led by CMHC, of which $63.5 has been spent. Another $10.4M was provided to CMHC to renovate and construct safe shelters for victims of violence in First Nations communities. Budget 2017 announced: $100.9M and $20.7M thereafter to establish a National Strategy to Address Gender-Based Violence; $11.2B over 11 years in a variety of affordable housing (including homelessness, shelters and transition homes) initiatives that will constitute the National Housing Strategy. The National Housing Strategy will target at least 4000 shelter spaces created or repaired for survivors of family violence and also commit at least 25% of all investments to support projects that specifically target women and girls. In Budget 2016, the Government of Canada made significant investments to boost the number of shelters and transition houses for victims of family violence and ensure that no one fleeing domestic violence is left without a place to go. To date, this funding has supported 3,144 projects, to assist 4,816 households. In Budget 2016, the Government also provided greater funding to renovate, construct and better support shelters serving victims of family violence in First Nations communities. The National Housing Strategy will further fund projects that support vulnerable Canadians, including homeless women and those fleeing family violence.	[redacted] [redacted] with initial programs launching April 2018.
	Toll-free replacement for the Champlain Bridge	INFC	Move forward on a toll-free replacement for the Champlain Bridge.	The objective remains to open the new, toll-free bridge by December 2018. Construction of the new bridge is underway. Like all infrastructure projects of its size, the new bridge may face labour and logistical challenges that could delay the planned December 2018 completion date. The current bridge is safe and continuously monitored in real time.	Acceleration/ Negotiation Current bridge authority with work by JCCBI
	Gordie Howe Bridge International Bridge	INFC	Infrastructure Canada is performing oversight of the Windsor-Detroit Bridge Authority (WDBA), engaging with project stakeholders and providing stewardship of the Canadian Lands.	[redacted]	[redacted]
	The Infrastructure plan should focus on social infrastructure	INFC, ESDC, CMHC, PCH	The infrastructure plan should focus on social infrastructure, including affordable housing, seniors' facilities, early learning and child care, and cultural and recreational infrastructure.	In Budgets 2016 and 2017, the Government made investments of $25.3B in social infrastructure across Canada. National Housing Strategy launched. Early Learning and Child Care Bilateral Agreements signed with 5 PTs (Newfoundland and Labrador, Nova Scotia, Nunavut, Ontario, and PEI). Negotiations ongoing with other PTs. Since March 2017, the Government has awarded over $140 million to support the improvement, renovation and construction of arts and heritage facilities, as well as the acquisition of specialized equipment.	Aiming for agreements to be signed with PTs for housing, ELCC.
	Improve physical infrastructure for Indigenous communities	INAC, INFC	Support the Minister of Indigenous and Northern Affairs to improve essential physical infrastructure for Indigenous communities including improving housing outcomes for Indigenous Peoples.	Budget 2016 indicated an investment of $8.4 billion for Indigenous peoples. Budget 2017 indicated additional investments of $3.4 billion over five years in a range of critical areas, including infrastructure. More than $400 million is being invested in 2016/17 and 2017/18 to build/upgrade First Nations schools. This includes 63 new schools and 56 renovated/upgraded schools. As of September 30, 2017, ten of the 63 new schools have been constructed, and renovations/upgrades on nine of the 56 schools have been completed. In Budget 2016, the Government announced significant new funding to end long-term drinking water advisories on reserves by 2021. The number of long-term drinking water advisories on public systems financially supported by Indigenous and Northern Affairs Canada has been reduced from 77 to 69 as of September 30, 2017. As of September 30, 2017, and since Budget 2016 announcement, 9,704 housing units are under construction, renovation/retrofit or servicing. Of that number, 53 per cent, (5,120 housing units) have been completed. In support of Government of Canada reconciliation efforts, INFC is engaging the three main National Indigenous Organizations (NIOs): the Assembly of First Nations (AFN), the Inuit Tapiriit Kanatami (ITK), and the Métis National Council (MNC). INFC	[redacted]

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Status of Progress	Commitment	Lead/ Partners	Mandate Commitment Highlights	Progress to Date	Next Steps/Milestones
				participates in the Pan Canadian Framework on Clean Growth and Climate Change-AFN, ITK, and MNC bilateral tables, and is engaging NIOs to better understand their research priorities for infrastructure issues and to inform future iterations of Canada's core public infrastructure survey. INFC will continue to build its relationship with AFN, ITK and MNC, and will expand its engagement efforts to other key organizations.	

Poor. Requires substantial urgent attention and decisive action.

Challenging. Requires substantial attention to achieve success.

Mixed. Some elements require significant attention.

Good. On-going monitoring, refinement and reporting necessary.

Completed

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ATIA - 69(1)(g) - (a)
ATIA - 69(1)(g) - (c)

Timelines for Next Steps on IBA Negotiations and Signing

[redacted]

[redacted]

Mid February:

- Inform provinces and territories (PTs) on increased federal cost-sharing for municipalities less than 5,000 (i.e. 60%) and other changes (e.g. streamlined reporting for small municipalities)
- Send final draft IBA to PTs
- Conclude agreements with PTs (see IBA Outstanding Issues table) without issues regarding the 33% provincial cost-share sharing requirement on municipal projects.
- Minister Sohi to send letter to Investing in Canada Committee members to consult on providing additional flexibility on the 33% provincial cost-share sharing requirement.

March

- PTs seek authority to sign IBAs (see IBA Outstanding Issues table for timelines)
- Some PTs (e.g. PEI and NWT) to start submitting projects for review

Mid-March

- Sign IBAs (most PTs)
- Investing in Canada Committee Meeting
    - Demonstrating Results

Spring

- Sign IBAs (remaining PTs)
- Approval of projects
- Establish Oversight Committees to monitor IBAs

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Communications

- Spring 2018 – Official signing ceremony in each PT
    - Joint media events (news release, backgrounder, speech, MP kits, media advisory and pitch)
    - Web content (bilateral agreements, update to INFC Investing in Canada pages – project tracker, program pages, reports, etc.)
    - Social media and infographics
- Next Decade – Joint regional events
    - Project approvals/funding announcements
    - Project starts/ground breaking events
    - Construction milestone and media tours
    - Project completion/ribbon cutting ceremonies

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Integrated Bilateral Agreements (IBAs)

Provinces and Territories	Key concerns left to address
Newfoundland and Labrador	• 33% cost sharing • Climate lens
Prince Edward Island	• Climate lens
Nova Scotia	• 33% cost sharing • Climate lens
New Brunswick	• Climate lens
Quebec	• Targets • Climate lens • Reporting • Indigenous recipients/projects • 15% cap on rehabilitation (Public Transit) • 45% GHG reduction
[redacted]	
Yukon	• Climate lens • Targets • Energy retrofits
Northwest Territories	• Climate lens • Handi-vans + Community and inter-city
Nunavut	• Climate lens

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ATIA-14(a)

SUMMARY TABLE –PROGRESS ON NEGOTIATIONS

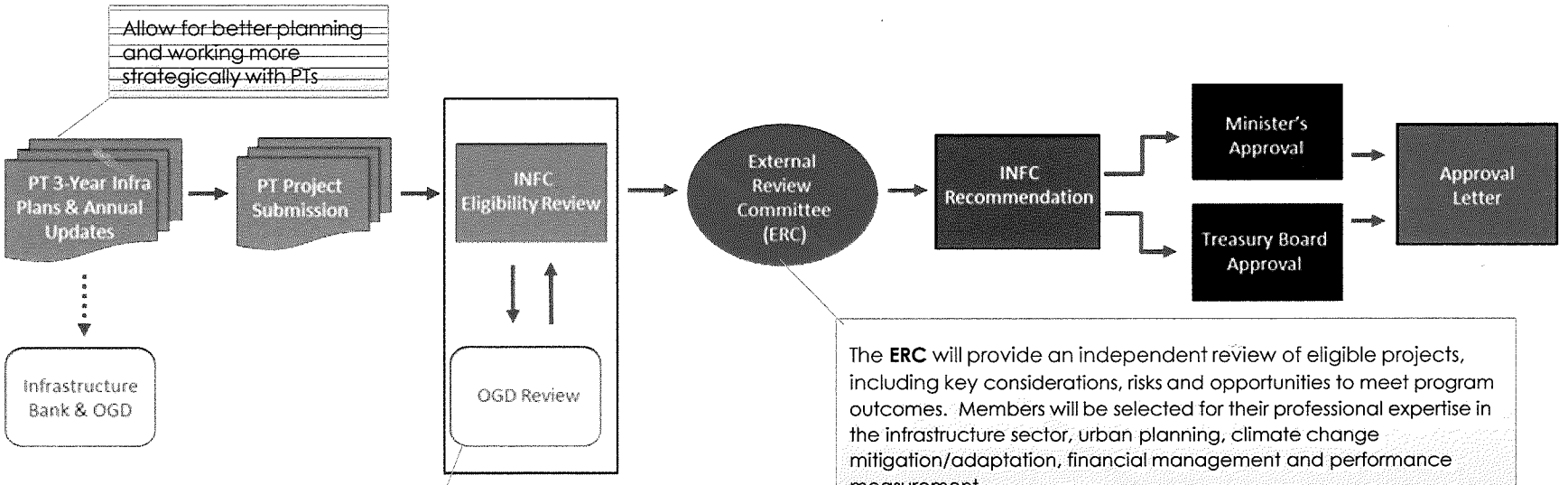
Provinces/Territories	Transfer between streams	33% cost sharing on municipal projects	Targets	Climate Lens*	"Me too" Clause	Others (outside Ts & Cs)
Newfoundland and Labrador	✓ All streams	✓ Public Transit + Green	✓ Transit Proximity + Wastewater	✓ Thresholds + capacity + timelines		
Prince Edward Island			✓	✓ Thresholds + capacity + timelines		
Nova Scotia	✓ All streams	✓ Public Transit	✓ Transit Proximity + Wastewater	✓ Thresholds + capacity + timelines		
New Brunswick	✓ All stream + community and inter-city			✓ Thresholds + capacity + timelines		
Quebec	✓ All streams		✓ Measuring + Reporting	✓ Thresholds + non-green stream + methodology		✓ Aboriginal projects + 45% GHG + Streamlined reporting projects less than $10M
[redacted]						
Yukon		N/A	✓ Transit Proximity	✓ Thresholds + capacity + timelines		✓ Stacking + Energy retrofits projects + Sole source
Northwest Territories	✓ Handi-vans + community and inter-city	N/A		✓ Thresholds + capacity + timelines		
Nunavut		N/A		✓ Thresholds + capacity + timelines		✓ Funding for mental health facility

*For provinces and territories asking INFC to recognize their methodology, INFC and ECCC will have to assess whether it is equivalent

Legend	Outside authorities – May require Minister's intervention	Outside authorities- Unlikely to require Minister's intervention	Within authorities	No issues

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ICIP Governance: Project Review & Approval



The **ERC** will provide an independent review of eligible projects, including key considerations, risks and opportunities to meet program outcomes. Members will be selected for their professional expertise in the infrastructure sector, urban planning, climate change mitigation/adaptation, financial management and performance measurement.

- The **OGD Review Committee:** will provide **technical expertise** on project reviews in relation to alignment with ICIP outcomes and achievement of results. Includes: ECCC, NRCan, Indigenous Services Canada, Public Safety Canada and Transport Canada. ECCC will have a special role in reviewing green projects and climate lens application.

Subject to established service standards

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SMART CITIES CHALLENGE

BACKGROUND

- Work on the Smart Cities Challenge is advancing on two tracks:
  - The first track, the open-to-all competition, is proceeding well. Decisions will be needed in the next 6 months to name the Jury, select a community support partner and announce finalists.
  - [redacted]

STRATEGIC CONSIDERATIONS AND RISKS

- The implementation of the current open-to-all competition is moving ahead: interest among applicants is high and there are no major risks to our ability to select a community support partner, name a Jury or have a successful announcement of finalists in early summer as planned.
  - The issue of data has surfaced in the public conversation around Smart Cities – for example, who should own it, how should it me managed, how to safeguard privacy and security. [redacted]

[redacted]

QUESTIONS

- We would like to set out two, high-level options for moving forward as the basis for a discussion.

[redacted]

DECISION POINTS AND MILESTONES

- Approval of Community Support Partner call for applications: February 2018
- Appointment of Jury, following screening process: April 2018
- Selection of Community Support Partner: April 2018
- Decision on Indigenous competition: Timing TBD, dependent on NIO engagement and our strategy
- Announcement of finalists: June/July 2018

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RÉSEAU EXPRESS MÉTROPOLITAIN ("REM")

BACKGROUND

The Caisse de dépôt et placement du Québec (CDPQ) is moving forward with a construction timeline of the REM project to commence in April 2018. On February 8th, CDPQ announced two main consortia required for the delivery of the REM project, now estimated at $6.3 billion. While there is a commitment for federal support of the project of up to $1.283 billion, whether this is structured as a contribution or an investment remains outstanding.

STRATEGIC CONSIDERATIONS AND RISKS

Program: Contribution agreement

- Work is proceeding toward a contribution agreement on very tight timelines. CDPQ is also expected to approach the Canada Infrastructure Bank (CIB) about considering an investment as an alternative means of federal support.

[redacted]

Bank: Investment

[redacted]

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Decision Points and Milestones

- Engagement with CDPQ on revised financial breakdown – week of Feb 12
- Engagement with CIB to kick off due diligence and preliminary review – week of Feb 12
- [redacted]
- Decision on Contribution or Bank – Spring 2018

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CANADA INFRASTRUCTURE BANK (CIB)

The CIB has achieved the following since the passage of its enabling legislation 6 months ago: Chair and Board were appointed; HQ opened in Toronto; website launched; interim Chief Investment Officer named; and, corporate bylaws and policies established. The Bank had a soft launch to meet the commitment to become operational by end of 2017. The Bank is now moving from start-up to build out and receiving and reviewing project proposals and engaging with stakeholders, with limited but growing capacity.

LEADERSHIP

- The CEO search is ongoing with the Board of Directors taking a more active role in the search. The plan is to recommend CEO candidates to the Government in the coming months. The Chair of the Board is exercising the powers of the CEO until an appointment is made.
- [redacted]
- CIB is also now staffing other key positions as well as outsourcing capacity, such as legal, accounting, administration, media, and corporate services. The CIO is focused on the investment and advisory build out until June 1.

CORPORATE PLAN

- In December 2017, the Chair of the Board of Directors received the Statement of Priorities and Accountabilities outlining the requirements and expectations for the next Corporate Plan.
- The new Plan is currently being developed, which is needed to provide operating funding for 2018-19 and to retain authorities to more intensively use its resources to negotiate and potentially make investments. The timeline for the Plan will likely be extended into April, or later depending on progress made in the build out phase.

PROJECT FLOW, PIPELINE AND EXPECTATIONS

- Key near term issues include intake process, policy alignment and public interest test, bankability characteristics, and the role of the Government (particularly Treasury Board) in project investment mandate approvals.
- [redacted]
- Work will continue with the Bank on supporting its review of projects to determine bankability and policy alignment. Anticipate an initial independent review of REM.

MILESTONES

- CEO Appointment – late winter/early spring
- Corporate Plan Approval – April 2018
- CIO term ends – June 1

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ORGANIZATIONAL STABILITY

CAPACITY TO REFLECT PRIORITY

- Infrastructure is now at the heart of the government's priorities, and responsibilities have increased significantly in the last two years. INFC is a *de facto* line department with its own Minister.
- [redacted] Internal capacity is critical to delivering on our long term (10+ year) programming.

STABILIZING THE ORGANIZATION

- [redacted]
- We are also undertaking a restructure of the department, with an associated stabilization of ADM positions. The Investment Finance and Innovation Branch brings a new lens to a range of initiatives.
- INFC also now has resources for additional staff. We are working to fully utilize this capacity.

LEGISLATION

[redacted]

FLOWING FUNDS

- INFC currently flows billion in funding to provincial and territorial partners, which requires a strengthened process for forecasting and analyzing the department's fiscal profile from year to year.
- We are working with OGDs and PTs to revisit our process, moving from a claims-based method of reimbursement to progress payments. This will improve the predictability of information from partners, which will in turn give our fiscal forecasting more integrity.

PHOENIX

- We have established an internal HR-Finance team to support employees affected by Phoenix payroll issues. This is helping us establish better data so we can address issues with PSPC compensation.
- We continue to monitor the data to ensure that no employee faces hardship, by offering advances as required.

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PROGRESS UPDATE ON THE DISASTER MITIGATION AND ADAPTATION FUND

BACKGROUND

- The DMAF is a national merit-based program that aims to strengthen the resilience of Canadian communities by investing in large-scale infrastructure that will help withstand current and future risks such as floods, wildland fires, droughts and seismic events.

- Projects will be assessed against specific merit criteria which includes: increased resiliency of communities, benefits, return on investment and the promotion of innovation including natural infrastructure.

- [redacted]

- Natural infrastructure is eligible under DMAF and INFC is seeking approval to allow land purchase as an eligible expense where it supports natural infrastructure. Discussions with TBS are ongoing on this issue.

STRATEGIC CONSIDERATIONS AND RISKS

- In preliminary discussions, PTs have identified high-level ideas for potential projects, however they have noted that it would take them at least one year from program launch to identify specific projects, develop project proposals, secure their own funding, and seek approvals. They will also require sufficient lead time to complete proper risk assessments prior to submitting their applications to the DMAF.

- The program launch and first intake announcement would follow Treasury Board approval. Post program launch would focus on engagement with key partners (provinces, territories, municipalities, national indigenous organizations) via bilateral meetings and attendance at key conferences, to review the program parameters and the application guide. In addition, INFC would host a number of webinars to review and answer questions on the program parameters and the application guide specifically (on a sign-up basis). INFC would continue to engage other government departments as required.

- INFC is working at the officials' level with counterparts from Environment and Climate Change Canada, Public Safety Canada, Natural Resources Canada, and Indigenous and Northern Affairs Canada to leverage their expertise for the development and implementation of the program.

- The DMAF team is working to incorporate the Climate Lens and the Community Employment Benefits into the program. As a hazard risk assessment is already required under the DMAF application process, we are working to incorporate the Climate Lens within our application to avoid any duplication with the hazard risk assessment. We will be engaging other government departments on these elements and the application guide in the coming weeks.

- We expect TBS to continue to request further details and additional conditions on the eligibility of land purchase for natural infrastructure under DMAF. For examples, TBS may request that we include a financial and/or percentage cap on how much funding for a project/the program could be allocated to land purchase.

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NEXT STEPS

- [redacted]

- Following program launch, the DMAF team will promote the program through webinars, attendance at conferences and individual meetings with various proponents as required. The objective is to ensure applicants have all the required information to prepare their Expression of Interest application. Projects that are successful through the EOI stage (Summer 2018) will be requested to complete the Full Project Application (Fall 2018).

DECISION POINTS AND MILESTONES

- [redacted]
- Program launch: May 2018 (TBD)
- First round of projects: Fall 2018 (TBD)

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PROGRESS REPORT ON THE RESTORING OF THE QUÉBEC BRIDGE

BACKGROUND

[redacted]

STRATEGIC CONSIDERATIONS

- [redacted]
- [redacted]

NEXT STEPS

- [redacted]

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NEW CHAMPLAIN BRIDGE CORRIDOR PROJECT

BACKGROUND

- In Fall 2015, the government announced that the bridge would be toll-free. This commitment is part of the Minister's mandate letter.
- Given the current Champlain Bridge is at the end of its useful life, delivering the new bridge by December 2018 has been identified as a priority.
- Various transportation issues and two strikes (Quebec construction workers and the Government of Quebec engineers) have resulted in delays to the substantial completion date of the project.
- In Fall 2017, SSL implemented acceleration measures to recover four months of delays, as agreed upon with Canada, which have been successful in recovering the majority of the targeted delays.

STRATEGIC CONSIDERATIONS AND RISKS

[redacted]

Existing Bridge:

- The Jacques Cartier and Champlain Bridges Incorporated (JCCBI) continue their work to ensure that the existing Champlain Bridge remains safe and in-service until the new bridge is open.
- In early January, JCCBI advised INFC that they are proceeding with work to keep the existing bridge operational until June 2019, to mitigate any risks should the new bridge be delayed. JCCBI currently estimates the cost of this work at $61M.

Toll-free implementation:

- The design of the toll free bridge is complete.

[redacted]

Office of the Auditor General (OAG) Audit:

- The OAG has recently completed an Audit of the project that is expected to be tabled and become public in Spring 2018, likely in June.
- The audit was critical of some aspects of the project, including the analysis done to support the choice of a P3, some of the bid evaluation methodology and the number of authority changes. A communication plan will be developed prior to the release of the audit.

DECISION POINTS AND MILESTONES

[redacted]

Toll-free implementation:

[redacted]

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Existing Bridge:

[redacted]

- JCCBI and INFC are organizing monthly senior-level meetings to exchange information and ensure that both parties have the information they require to undertake necessary due diligence.

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GORDIE HOWE INTERNATIONAL BRIDGE

BACKGROUND

- The Windsor-Detroit Bridge Authority (WDBA) will complete the procurement process to select the private-sector partner to design, build, finance, operate and maintain the Gordie Howe International Bridge (GHIB) in September 2018. Construction on the GHIB is expected to start in 2018. Early construction works in the U.S. by the Preferred Proponent is expected to begin in summer 2018.

STRATEGIC CONSIDERATIONS AND RISKS

- The GHIB project is scheduled to achieve several key milestones in 2018 with the signing of the contract with the Preferred Proponent (private sector partner) in September. As such, significant coordination with the WDBA and Central Agencies is required in order to ensure that:
  - Key project risks such as U.S. property acquisition are appropriately managed;
  - The Department will be in position to obtain the necessary Treasury Board approvals to enable the WDBA to proceed with U.S. early works and for WDBA to enter into the P3 contract with the Preferred Proponent; and,
  - The WDBA has sufficient capacity to oversee the design and construction of the GHIB

- INFC is working with the WDBA to review project integrity provisions and bid team composition.

- The appointments process to permanently fill the position of CEO of the WDBA is underway with the issuance of the Notice of Opportunity in January 2018. Mr. André Juneau has been serving as the interim CEO since his appointment in December.

- Additionally, the Department is working with Privy Council Office and the WDBA to appoint a new Director to serve on WDBA's Board. The new Director will replace Mr. Craig Rix who is stepping down March 31 after serving his full term. The NOO was posted on PCOs website the week of Feb 5, and it closes Feb 19th.

DECISION POINTS AND MILESTONES

- The project will achieve several major milestones in 2018 along with key decision points, including:
  - [redacted]
  - **The RFP submission deadline** – April (technical bids), May (financial bids)
  - **Ministerial Governance Committee** - Spring 2018
  - **Selection of the Preferred Proponent** - June 2018
  - **Commencement of U.S. Early Works** (by the Preferred Proponent) - July 2018
  - **Wayne County Circuit Court Necessity hearing** for DIBC/Yellow Trucking Properties – July 2018, with court decision expected by September 2018.
  - [redacted]
  - **Financial close and signing of the P3 Contract** with the Preferred Proponent - September 2018
  - **Start of Construction** of the Gordie Howe International Bridge - Fall 2018

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DEMONSTRATING RESULTS

APPROACH

- The overall communications objective is to tell the story about the Government of Canada infrastructure investments and their economic and social impacts for Canadians, both today and in the future.
- At the local level, we will take a milestone approach that emphasizes early and public communications that highlight the federal commitment and link early results to long-term objectives. Milestones will include project approvals, ground-breakings, media tours, and ribbon cuttings.
- At the national level, we will reach out to Canadians across a variety of platforms with targeted tactics that include:
  - high-profile media and stakeholder events to promote the achievement of key deliverables;
  - expanded use of digital media and local projects signage to increase federal visibility;
  - the Investing in Canada web content and project map, which was launched in December and will evolve to include program implementation data, the long-term Investing in Canada plan publication, and the first annual report on the plan.
  - leveraging partners (e.g. FCM) to help promote achievement of key milestones and results; and,
  - compiling and leveraging the data, achievement, and results of the government community.
- In addition to thinking about how we will communicate results, INFC is also working on how we can better measure results. INFC's research and data strategy will provide more extensive information on infrastructure assets, spending and knowledge. This information will give us a more robust understanding of where we are starting from, help us monitor our progress in achieving results, and inform decisions about future directions—while also enabling us to better communicate this information to Canadians.

STRATEGIC CONSIDERATIONS

- A 10-year investment plan makes it more challenging to demonstrate immediate results and outcomes for Canadians.
- By spring 2018, program and policy authorities for most initiatives under the IICP will be secured, and most programs will be launched. Moving forward, the focus of the IICP will transition from securing policy and program authority to reporting results and progress.
- Multiple reporting structures (e.g. geomap, info-tracker, Long-Term Publication, etc.) require rigorousness in ensuring consistent messaging and information.
- Parliamentary and political scrutiny will persist. Media have reported on the flow and lapsing of funds, the construction challenges of the major bridges, and the readiness of the CIB.

MILESTONES

Strategic communications milestones for 2018 include:

- Investing in Canada Plan: announcement of Phase 1 projects (ongoing) and signing of IBAs (beginning in March and continuing through the spring);
- The Minister will hold the inaugural Investing in Canada Committee (ICC) meeting in March, and the second Ministerial Results Table (MRT) will take place in June;
- Disaster Mitigation and Adaptation Fund: announcement of program launch (early spring 2018);
- Canada Infrastructure Bank: appointment of a CEO (late winter/early spring 2018);
- Reports: publication of Long-Term plan (spring) and Annual Report (spring/summer); and,

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- Smart Cities Challenge: announcement of finalists (summer 2018);
- Major bridges: construction begins on Gordie Howe International Bridge (fall) and the New Champlain Bridge opens (December).

Milestones for 2018 for better measuring results include:

- Release of first round of results from Canada's Core Public Infrastructure survey, which provides key information on the state of infrastructure assets, on the Government's Open Data portal by Fall 2018
- Launch of municipal data project with World Council on City Data (WCCD) by Fall 2018
- Launch of call for proposals to advance research and knowledge on infrastructure beginning Summer 2018 and ongoing

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LONGER TERM PRIORITIES AND FORWARD PLANNING

[redacted]

- This will set the department up with the evidence base needed to inform future program developments to maximize the economic and social benefit of infrastructure investments.

- The department will also continue to transition from a focus on transfer payments to a focus on policy-outcomes and results.

BETTER ALIGNMENT WITH GOVERNMENT OF CANADA PRIORITIES

[redacted]

Next Steps:

- Work closely with its federal counterparts;

- Engage with recognized Indigenous organizations;

- Engage with PTs; and

[redacted]

Feminism/GBA+ and Inclusion

- Currently, INFC completes the necessary GBA+ for Memoranda to Cabinet and Treasury Board Submissions [redacted]

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Next Steps:

- Develop a framework to ensure that all parts of the department are supported to include GBA+ in their work, as well as a 'gender plus' lens, tools and training relevant to infrastructure.

- Explore opportunities to make improvements with PTs and municipalities on how we can make better decisions through the integration of gender considerations into project development.

ADDRESSING VULNERABILITIES

Innovation & Technology Gap

[redacted]

Limited Data

Canada's Core Public Infrastructure survey will begin providing information in 2018 on the state of infrastructure assets, and Canada's Capital and Repair Expenditure survey will offer expanded information on infrastructure spending in 2019.

- INFC is also working with various providers to fill in missing information on city level data to develop benchmarks for success, which in turn can be shared with other cities to learn from. Again, this is some years before results will be seen.

- In the meantime, the department is working hard to better understand its research and information needs to drive better decision making.

Next Steps:

- Continue to fill data gaps. This includes ongoing collection, development and dissemination of new or enhanced infrastructure data through partnerships (e.g.: MOU with Statistics Canada for surveys); undertaking or procuring strategic data and research projects aligned with key priority areas for INFC; [redacted]

- [redacted]

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Is withheld
pursuant to paragraph
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of the *Access to Information Act*

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conformément aux dispositions de paragraphe
21(1)(a) et 21(1)(b)
de la *loi sur l'accès à l'information*